

## Culture Change From Inside Out

Every organization has a culture. Culture is something that you cannot see, feel or touch, but is very real in the way it influences our daily lives. It is the glue that holds everyone together—the formal and informal way people work together to get things done. Culture can affect business outcomes in a number of ways, both positive and negative. Cultures that are not aligned with business strategy can lead to decreased loyalty, lack of motivation, and high employee turnover. Healthy cultures, however, impart pride and a sense of purpose to employees, leading to increased productivity and a greater understanding of business goals. High performance cultures consistently produce outstanding results, attract, motivate, retain top talent, and successfully adapt to changing conditions. To win the hearts and minds of leaders and employees, organizations must be strategic about how they approach the creation of a new workplace culture.

**You should attend this panel discussion if...**

- ❖ You are seeking to maintain employee morale within the boundaries of personnel and/or budget reductions
- ❖ You desire to cultivate leadership styles and techniques to increase trust among employees and work teams
- ❖ You are interested in improving existing cultural norms when inheriting new teams and/or workgroups
- ❖ You would like to foster a positive workplace climate to eliminate negative perceptions of pay equity and leader credibility
- ❖ You are seeking employee buy-in to reduce resistance to change
- ❖ You would like to leverage generational differences to build a robust change-implementation strategy
- ❖ You desire to create synergy among work groups to maximize opportunities for success

**Tuesday, August 16, 2016 ♦ 1:00 p.m. – 3:00 p.m. ♦ Learning and Development Center ♦ Auditorium**



**TaKasha L. Francis**  
 Director,  
 Department of  
 Neighborhoods

TaKasha L. Francis was appointed by Mayor Sylvester Turner as Director of the Department of Neighborhoods on March 25, 2016. A graduate of Texas Southern University and the Thurgood Marshall School of Law, she previously served as State of Texas Assistant Attorney General in the Child Support Division. As Director, Ms. Francis oversees the Department of Neighborhoods’ multi-faceted operations designed to improve quality of life for Houston residents through neighborhood cleanup and enhancement initiatives, citizen assistance, anti-gang and juvenile delinquency prevention programs for at-risk youth, services for immigrant and refugee communities and people with disabilities, and community outreach to promote civic engagement, diversity, cultural understanding and inclusiveness. A driven leader, Ms. Francis is highly committed to uplifting all neighborhoods and believes that everyone deserves a beautiful place to call home.



**Benjamin Hernandez**  
 Assistant  
 Director,  
 Administrative  
 Services,  
 Health and  
 Human Services  
 Department

Benjamin Hernandez is an Assistant Director at the Houston Health Department. His executive leadership focuses on innovation, data-driven decision making and strong business principles which ensure financial stewardship. He oversees a combined budget of \$150 million and provides financial vision to the organization. Benjamin has served in various capacities within the public health department, including Deputy Assistant Director and Director of Performance Management. He previously served as a Policy Agenda Director for City Council. Benjamin oversees the Houston Health Foundation, which provides a funding stream of half a million dollars to support public health projects beyond the normal scope and capacity of city operations. He is also an executive board member of the American Public Health Association. Benjamin holds a Master of Business Administration degree and Bachelor’s degree in Political Science from Rice University.



**Viveca Sonberg**  
 Sr. Assistant  
 Director,  
 Management  
 Support Section,  
 Public Works  
 and Engineering  
 Department

Viveca Sonberg is a Sr. Assistant Director with the Public Works and Engineering Department (PWE). As the Chief Human Resources Officer, she oversees various responsibilities, including organizational analysis, workforce and succession planning, talent management, performance development, employee relations, safety, security and environmental hazard management, workers’ compensation, contract compliance and internal audits. Viveca graduated with a Bachelor’s degree in Nursing from the University of Texas. She progressed to an executive role at the Harris County Hospital District, where she oversaw all aspects of compensation and salary administration. In 1998, Viveca joined the Human Resources Department overseeing Salary Administration, the Employee Assistance Program (EAP) and Employee Records Management. For the past ten years ago, she has served as a member of the Sr. Executive Leadership Team for PWE.



**Karen Y. Williams**  
 Assistant  
 Director,  
 Public Services,  
 Municipal Courts  
 Department

Karen Y. Williams serves as Assistant Director and Assistant Chief Clerk for the Municipal Courts Department. Known for her innovative leadership style, Karen infuses technology, fun, and best practices into daily operations of the department for an enhanced customer experience and improved revenue collection. A 20 year veteran at the City of Houston, she began her career as a Librarian with the Houston Public Library and has since served as Assistant Director in the HITS Department. Locally and regionally, Karen is a member of the Houston’s Women Professionals in Government, Texas Court Clerks Association, and the Governmental Collectors Association of Texas. Karen has degrees from the University of Wisconsin-Madison and Clark Atlanta University and has done continuing education at Rice University. Karen supports many local charities, such as St. Jude, March of Dimes and LIFE Houston. Karen serves as the President of the local Gamma Phi Sigma Chapter in Houston, TX and Co-Chair of the Centennial Committee and as a trustee for the National Education Fund.